



City of Palo Alto City Manager's Report

INSTITUTE OF GOVERNMENTAL STUDIES LIBRARY

AUG 03 1998

UNIVERSITY OF CALIFORNIA

TO: HONORABLE CITY COUNCIL

ATTN: POLICY AND SERVICES COMMITTEE

UNIVERSITY OF CALIFORNIA

FROM: CITY MANAGER DEPARTMENT: COMMUNITY SERVICES

DATE: MARCH 16, 1998 CMR: 161:98

**SUBJECT: REFERRAL OF DRAFT LIBRARY MASTER PLAN TO
POLICY AND SERVICES COMMITTEE**

REPORT IN BRIEF

This report forwards a draft Library Master Plan, entitled *Transforming Palo Alto Libraries: a Plan for the New Century*, to Council for review and action. The report was prepared using data collected through a series of community Focus Groups, statistical comparisons with other public libraries, and review of national public library research. Incorporating all the input, the plan envisions a future library system that contains larger and improved collections, state-of-the-art technological tools, enhanced customer service, longer hours, more training (for the public and staff), improved physical environment and a variety of spaces for increased programming, learning and social intercourse.

To make the vision a reality, however, staff has prepared a plan based on a new, three library model, with improvements and expansions to Main, Mitchell Park, and Children's libraries. As these libraries are enlarged and capable of providing more services and collections, the remaining, libraries, College Terrace, Downtown and Terman Park, would be phased out. Since the community has not had the opportunity to react to the plan, it is recommended that a period of public review be scheduled prior to review of the plan by the Council's Policy and Services Committee.

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

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RECOMMENDATION

Staff recommends that Council refer the attached draft Library Master Plan to the Policy and Services Committee, and that the committee defer discussion and action until staff completes a process to gather community feedback to the report.

BACKGROUND

In 1994, Council approved capital funding to implement the beginning phases of a library automation plan, developed with the assistance of consultant Joseph Ford and Associates. It described a rapidly changing technological environment affecting service delivery for public libraries and alluded to changes in community lifestyles and information needs as well. The City Manager directed Library staff to develop a plan addressing current and future library services, programs and facilities within the context of new information systems and technical opportunities. This report forwards a draft Master Plan to Council for review and action.

DISCUSSION

The draft plan, entitled *Transforming Palo Alto Libraries: a Plan for the New Century*, has been prepared by staff with input received from the community through a series of focus group meetings involving over 230 library users. The participants in the meetings provided perceptions of strengths and weaknesses of the current library operations and participated in a process to describe and seek a consensus on the characteristics of a future vision for library service. Looking at the community list of expectations, and without any other data, staff was concerned that, while the input was exciting and visionary, it was also costly. Staff convened two additional meetings in an attempt to identify how the community would prioritize or weigh some choices. The latter meetings, in retrospect, were only partially successful in aiding the staff in plan development, because the sets of options were not fleshed out for impact and cost and were not mutually exclusive.

Following the community input, staff gathered data about current Palo Alto library operations and compared it with other public libraries in California, particularly nearby cities with similar use patterns (e.g., high circulation per capita) and demographic characteristics (e.g., educational attainment). In addition, research was completed about national public library trends. The plan envisions a future library system that contains larger collections in multiple formats and languages, state-of-the-art technological tools, enhanced customer service, more training for public and staff, longer hours, an improved physical environment and a variety of spaces for increased programming, learning and social intercourse.

Using all the input, collected data and research, and themes and vision, staff overlaid this on Palo Alto, and looked at various delivery systems. The conclusion was that resources--existing and augmented--will be inadequate to improve current weaknesses, add important new services, remodel and expand libraries and sustain a six-branch system. This is especially true considering the changing technological environment whereby librarians will increasingly be providing instruction, assistance and resources to people at remote sites (homes, offices, nonprofit agencies and schools).

Staff has, therefore, prepared a plan which is based on a new, three library model, utilizing two comprehensive resource libraries, one at each end of town, Main and Mitchell Park, and the unique Children's Library. As these three libraries are enlarged and improved, College Terrace, Downtown, and Terman Park libraries would be phased out. The plan is based on the rapid advancement and convenience of technology to serve users at home, office, etc.; the facility space required to meet the community's stated needs; and the City's long-term capability to provide adequate staffing and operational funding.

Staff recognizes that this recommendation diverges from the public input, although it responds to most of it, and staff is aware that it will be a controversial decision. Since the community has not had the advantage of knowing and reacting to all the data presented in the draft master plan, staff recommends that a period of public input be scheduled prior to review of this report by the Council and its committee. The time line to enable the input to occur is described later in this report.

Next month, staff will be forwarding its evaluation of the proposal by the Friends of the Palo Alto Library for a new library advisory body. One of the responsibilities of such a body would be to provide advice on long-range planning. Once Council has acted upon that proposal and the members of the advisory body are appointed, they will be asked to review the Library Master Plan as part of the process.

ALTERNATIVES TO STAFF RECOMMENDATION

As alternatives to the staff recommendation, Council could decide to immediately review the Library Master Plan in the Policy and Services Committee and not have a separate process involving community input, or give the staff other directions for steps to provide public review of the report.

RESOURCE IMPACT

The Library Master Plan will have both operating and capital budget impacts, but estimates of costs and alternative funding sources have not been developed pending approval of the plan's philosophy of public library service. When the conceptual plan is reviewed and/or revised and approved, or other direction is provided to staff, a financial analysis and funding plan will be prepared.

POLICY IMPLICATIONS

Since the 1950's, Palo Alto has operated a multi-branch (five-six facilities) library system with collections, staffing and services spread throughout the city. The draft Library Master Plan changes that approach to that of a smaller but more robust system built upon three larger and more capable facilities with broader collections, more in-depth staff support and strengthened services. In the review process for adaption of the Library Master Plan, Council will decide to endorse a new policy for public library service in Palo Alto or to retain the current policy.

Several Goals, Policies and Programs in the new Comprehensive Plan are addressed in the draft Library Master Plan. As originally worded, these include:

Goal C-1: Maximum efficiency in the delivery of community services.

Policy C-2: Where economies of scale are possible, cooperate with neighboring communities in providing municipal services such as...libraries...

The plan continues to support regional resource sharing opportunities, such as enabling non resident use of the libraries and development of the new joint catalog of public libraries in the county.

Policy C-4: Maintain a close, collaborative relationship with the Palo Alto Unified School District to maximize the use of school services and facilities for public benefit, particularly for young people, families and seniors.

Program C-4: Consider joint provision of library services with the Palo Alto Unified School District.

The plan allows opportunities for collaboration through sharing of collections (e.g., by linking catalogs) and for development of innovative programs. It does not incorporate a joint Terman/Gunn public/school library with traditional library services.

Goal C-4: Attractive, well-maintained community facilities which serve current and future generations of Palo Alto residents.

Policy C-22: Design and construct new community facilities to have flexible functions to ensure adaptability to the changing needs of the community.

Policy C-23: Reinvest in aging facilities to improve their usefulness and appearance. Avoid deferred maintenance of City infrastructure.

Program C-17: Invest in plant, equipment and human resources to assure the continued availability of infrastructure.

Program C-18: Conduct comprehensive analysis of long-term infrastructure replacement requirements and costs.

Program C-19: Prepare improvement plans for community facilities and implement these plans over time.

The plan addresses all of these elements to reinvigorate and maintain library facilities.

Goal G-1: Effective opportunities for citizen participation in local government.

Policy G-3: Enhance communication between residents, organizations and the City Council by providing access to information via electronic media and other methods.

Program G-5: Provide advanced communication opportunities for the public at City libraries.

The plan incorporates this program.

Goal L-8: Conservation and preservation of Palo Alto's historic buildings, sites, and districts.

Policy L-49: Encourage the preservation of significant historic buildings owned by the City of Palo Alto. Allow such buildings to be altered to meet contemporary needs, provided that the preservation standards adopted by the City Council are satisfied.

Remodeling/expansion improvements for the Children's Library will be in conformance with this policy.

Goal L-9: Attractive and safe civic and cultural facilities provided in all neighborhoods and maintained and used in ways that foster and enrich public life.

Policy L-55: Promote the use of ... libraries ... as gathering places. Ensure that they are inviting and safe places that can deliver a variety of community services during both daytime and evening hours.

Program L-66: Enhance all entrances to Mitchell Park Community Center so that they are more inviting and facilitate public gatherings.

This concept is consistent with public input and a highlight of the plan.

Policy L-56: Provide comfortable seating areas and plazas with places for public art adjacent to library and community center entrances.

Policy L-57: Encourage small-scale, local-serving retail services, such as small cafes, delis, and coffee carts, in Civic Centers.

The above two policies will be incorporated into approved library capital projects identified in the plan.

Goal T-1: Less reliance on single occupancy vehicles.

Policy T-3: Support the development and expansion of comprehensive, effective programs to reduce auto use.

Program T-9: Expand the range of City services that can be received via computers or through the mail.

Program T-11: Encourage telecommuting, satellite office concepts, and work-at-home options.

The Library Plan supports the above two programs through emphasis on provision of and community training to utilize information resources at homes, businesses and schools.

TIMELINE

While there are many variables involved, the following time line is projected to complete review of the plan and to return to Council with a proposal for final action:

March 16, 1998 Plan referred to Policy and Services Committee.

April-July 1998 Public review process. Plan input gathered and staff prepares analysis.

August 1998 Policy and Services Committee discusses report and reviews public input.

August -
September 1998

Staff revises/augments plan.

October 1998

Revised plan reviewed by library advisory group.

November 1998

Revised plan reviewed by Policy and Services Committee.

December 1998

Library Master Plan returns to Council for action.

Upon Council direction, staff will prepare to begin implementation with the 99-01 operating and 99-04 capital budgets.

ENVIRONMENTAL REVIEW

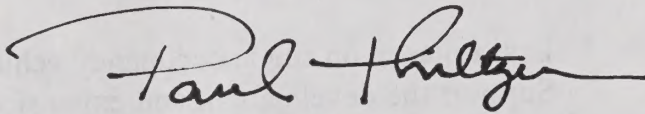
As a planning document, the Library Master Plan is, at this point, statutorily exempt from CEQA. At other stage/s in the development or implementation of the plan, an environmental review may be required.

ATTACHMENTS

Draft Library Master Plan: *Transforming Palo Alto Libraries: A Plan for the New Century*

PREPARED BY: Mary Jo Levy, Director of Libraries

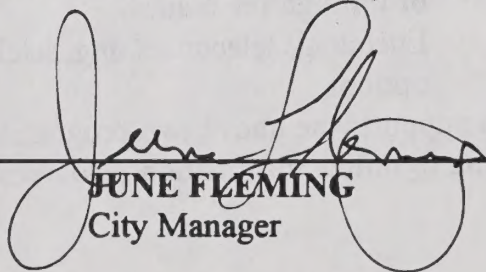
DEPARTMENT HEAD: _____



PAUL THILTGEN

Director, Community Services

CITY MANAGER APPROVAL: _____



JUNE FLEMING

City Manager

A Plan for the New Century

DRAFT
March 1998

Transforming Role of Libraries:

A Plan for the New Century

March 1998

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EXECUTIVE SUMMARY

Public libraries across the nation are grappling with the unprecedented change of this Information Age. In 1994, Council approved capital funding to implement a library automation plan, developed with the assistance of consultant Joseph Ford and Associates. It described a rapidly changing technological environment affecting service delivery for public libraries, and alluded to changes in community lifestyles and information needs as well. In this context, the City Manager directed Library staff to go beyond immediate short term needs and develop a plan addressing current and future library services, programs and facilities for the future of library service in Palo Alto through the first decade of the new century.

The goals of the study were:

To seek community input on its vision for public library service.

To collect and study current data about the Palo Alto libraries and comparable public libraries in California and trends in the delivery of public library services in the future.

To use the community vision and other collected data to propose a plan for public library service given changing social, technological and financial environments.

To develop a Master Plan to incrementally and coherently improve public library service.

Chapter one -- Background

Background is provided about the City of Palo Alto, its population and business characteristics, and regional library relationships. The Library began with the Carnegie library in the downtown area, and developed through the years into a six branch library system. Palo Alto library services, used heavily by state and national standards, are briefly described ranging from collection details to services for homebound and children.

Chapter two -- Gathering Data to Develop the Plan

To understand the community's future needs and hopes for library services, a series of 18 focus group sessions were held between July 1996 and November 1996 representing more than 230 community participants. With professional facilitation services of Snider and Associates, the focus groups explored the strengths and weaknesses of current library services, ideas for the future vision of library services and identification of priorities, options for levels of service, drafts of the library mission, and vision of library service in 2010.

A summary of the strengths and weaknesses is included in the report and detail provided about the following four major themes gathered from the community meetings. The plan is built upon these themes:

- The Library as a community gathering place
- Libraries providing access to and the delivery of information via technology
- Traditional library and programs maintained
- Find funding to improve library service

The next step was collection of data to describe current service performance and to compare the Palo Alto library service to comparable libraries in California. Some of the key findings are:

- The primary library facilities (Children's, Main and Mitchell Park) are operating beyond their capacity and together account for 86% of total use.
- Library collections are a major challenge, requiring more funding to accommodate increased proliferation of formats and new subject needs (e.g. non-English languages), improved maintenance and updating.
- Current library facilities and staff capabilities limit the ability to embrace new technology.
- The six branch system, although convenient for and popular with the community, spreads resources thinly.
- Staffing resources are stretched.

Chapter three -- The Mission and Vision for the Future

The Library's mission was reviewed and a vision statement to be accomplished by 2010 was developed with input from the focus groups. The report describes the meaning of these in detail:

Mission: The Palo Alto City Libraries enable people to explore library resources to enrich their lives with knowledge, information, and enjoyment.

The Vision: By 2010, Palo Alto City Libraries will be state-of-the-art centers that are attractive, comfortable and welcoming gathering places with sufficient, highly trained staff that provide excellent collections and convenient access to the knowledge and culture of the world.

Trends in public library services were identified through research conducted (bibliography of major sources is included in an attachment) and some of the key findings are:

- Technology is here to stay, but so is traditional print. Both have unique and growing space requirements.
- The role of the librarian is changing from provider of information to consultant, guide and enabler.
- Changing paradigms in the workplace will affect libraries.
- Users of technology are heavy public library users.
- Public libraries are increasingly viewed as welcoming community gathering places.

Chapter four -- The Master Plan: Public Library Resource Centers

Using all the input, collected data and research, and the themes and vision, staff overlaid this on Palo Alto, and looked at various delivery systems. The conclusion was that resources--existing and augmented--will be inadequate to improve current weaknesses, add important new services, remodel and expand libraries and sustain a six-branch system.

This plan is based on a new, three library model, utilizing two comprehensive resource libraries, one at each end of town, Main and Mitchell Park, and the unique Children's Library. As these three libraries are enlarged and improved, College Terrace, Downtown and Terman Park libraries would be phased out. The plan is based on the rapid advancement and convenience of technology to serve users at home, office, schools; the facility space required to meet the community's stated needs; and, the City's long-term capability to provide adequate staffing and operational funding.

The key features of public library resource center system are outlined in two categories, those which will continue and may be enhanced and those that are new. Full descriptions of building modifications are listed in attachments.

The building blocks to implement the plan are incremental and include six processes. These include developing building programs, assessing technology requirements, planning financial strategies, and developing systems to stay on course through 2010.

The plan impacts three areas: a proposal for a joint City/PAUSD library at Gunn (it does not incorporate a joint library with traditional services but leaves open the opportunity for development of other innovative programs); relationships with regional library collaborative projects (it supports them); and, a proposal to expand the Mitchell Park Library toward the adjacent Community Center, which would relocate to Cubberley Center.

Chapter five -- Master Plan Milestones

The plan will change as conditions and experience dictate through six phases until the Master Plan vision is achieved in 2010. The first phase, Building the Base, is detailed through eight goals, described in detail, and covers a three year timeframe, 1998-2001. Objectives will be developed to reach each goal.

Other phases are generally outlined and include:

- Phase 2- Preliminary Implementation, Timeline--2000-2002

- Phase 3- Implementation, Timeline--2002-2004

- Phase 4 - Implementation, Timeline--2004-2006

- Phase 5 - Implementation, Timeline--2006-2008

- Phase 6 - Completion, Timeline--2008-2010

Chapter six -- Roles to Implement the Plan

The community, staff and City Council each have roles to implement the plan. The end result will be achievement of the dream when Palo Alto's libraries are state-of-the art centers, that are attractive, comfortable and welcoming gathering places with sufficient, highly trained staff that provide excellent collections and convenient access to the knowledge and culture of the world.

Transforming Palo Alto Libraries:

A plan for the new century

Introduction and Scope of the Master Plan

On the eve of the twenty-first century, public libraries across the nation are grappling with unprecedented change of the Information Age. These changes affect how information is transmitted and received, and the kinds of infrastructure required to deliver information. Coupled with burgeoning technical innovation, significant social and economic forces are impacting the ways people live their lives which, in turn, impact library service delivery. Adapting services and supporting lifelong learning are more important for public libraries than ever before.

In 1994, the City Council approved capital funding to implement beginning phases of a library automation plan developed with the assistance of consultant Joseph Ford and Associates. The Ford report described a rapidly changing technological environment affecting service delivery and collections for public libraries and alluded to changes in community lifestyles and information needs as well. In the past decade, staff has experienced and responded to many challenges affecting public library service in Palo Alto. The need, however, to step back and develop a long term plan which addressed technological implications and the effective use of City resources (human and financial) for library service was clear.

The City Manager directed library staff to develop a plan addressing current and future library services, programs and facilities within the context of new information systems and technical opportunities. This Master Plan is an opportunity to go beyond immediate, short term needs, and shape a realistic but robust design for the future of library service in Palo Alto through the first decade of the new century.

The goals of the study which ensued were:

To seek community input on its vision for public library service.

To collect and study current data about the Palo Alto libraries and comparable public libraries in California and trends in delivery of public library services of the future.

To use the community vision and other collected data to propose a plan for public library service given changing social, technological and financial environments.

To develop a Master Plan to incrementally and coherently improve public library service.

■ Chapter one

Background

The City of Palo Alto

Palo Alto is a medium-sized city, with an estimated 1997 population of 59,900, and an area of 25.98 miles, located at the south end of the San Francisco Peninsula, adjacent to Stanford University, and is the birthplace of Silicon Valley. The City extends from the bay across almost flat lowlands, which are nearly fully developed into residential and commercial/industrial areas, to foothills which are almost entirely undeveloped due to deliberate City policy of preserving open space. A charter city, Palo Alto was incorporated in 1894 and is governed by a Council of nine members, managed by a City Manager, and by staff in nine City departments.

The population is highly educated with 65.2% of adults with college degrees, among the highest percentage in the nation.* The mean family income is over \$72,000 and persons living below poverty level have declined from 5.9% of the population in 1980 to 4.6%. The population is relatively stable overall but the median age of population is increasing (40 years for women and 36 for men) and is above the average in the state as a whole. Senior population is rising along with the number of children. Minority population, low compared to other California cities, is gradually rising (10.4% Asian, 2.9% African-American, 1.8% other) while persons identifying themselves as white have declined from 92.7% of population in 1970 to 84.9% in 1990.

Weekday, day-time population of approximately 125,000 population is higher than night-time population because of the strong employment base composed of university, technical, health, service and professional related businesses, the Stanford Shopping Center, the thriving downtown and other restaurant and commercial areas of the City and the currently vibrant economy. The city is known for innovation, called the birthplace of Silicon Valley, and is anecdotally described as having the most computers and Internet use per family as anywhere in the country. This, coupled with the new installation of a fiber backbone throughout the city, provides potential for use of technology developments at the highest level.

Approximately 30 special (corporate and non-profit) and academic libraries are located in the city and on the Stanford campus, and curriculum-based collections and relevant technology are provided in each school operated by the Palo Alto Unified School District. The Library participates in the Santa Clara County wide Silicon Valley Library System, a quasi-governmental agency of public libraries authorized by a Joint Powers Agreement. Through this system, anyone who lives in Palo Alto may obtain borrowing privileges from member libraries, as well as most other California libraries.

* Data in this paragraph is from "City Profile", City of Palo Alto Comprehensive Plan Update, February, 1993.

Library History

Palo Altans have long had a love affair with their libraries. At the instigation of the Palo Alto Women's Club, the first library officially opened in the new Carnegie building, at Hamilton and Bryant, in 1904. In the next forty years, two other libraries came along. The Mayfield Library, later renamed College Terrace, was incorporated along with the nearby town, becoming the first branch in 1936. A unique Children's Library, the first separate facility for children in the country, was given to the City by Lucie Stern in honor of her daughter Ruth. It was completed in 1940, with a Secret Garden in the back connecting with the nearby Children's Theatre. In the last fifty years, three more libraries have been added to the system. A new central adult library (Main) and a south Palo Alto library (Mitchell Park) were opened in 1958. In 1968, the original Carnegie building was demolished making way for a new city hall and replaced with a new one-story building, the Downtown Branch. Twelve years ago in 1985, a small browsing branch was opened in southwest Palo Alto, the Terman Park Library.

By any state and national comparisons, this evolving branch system has sustained a pattern of unusually high use as measured by percentage of residents registered, number of hours open, circulation, and number of visitations. With annual visits to the libraries 15 times the population, the libraries are arguably the most heavily used City service. Reasons for this include the availability of collections in multiple locations, a commitment to service, the programs for children, and the exceptionally high educational level of the City's residents and workers.

Current Library Services and Programs

Under the umbrella of the Community Services Department, Library funding of \$3.5 million accounts for four percent of the City's General Fund budget, with additional support of \$50,000- \$75,000 received through grants and gifts. Many of the services required to operate these public facilities (e.g., maintenance, purchasing, etc.) are managed by other City departments.

The libraries, three of which are open seven days a week, share a collection of 270,025 volumes (in a variety of formats) plus magazines and newspapers. The catalog of holdings has been accessible, online, since 1987 and available from home or office, 24-hours-a-day since 1990. Recent in-house access to the Internet has broadened collections to provide full-text access to magazines and information resources of all kinds.

Palo Alto's Six Branch Libraries 1996/97

<u>Branch</u>	<u>Sq. footage</u>	<u>Circulation & %</u>		<u>Visits & %</u>	
Main	26,313	327,496	32	284,789	36%
Mitchell Park	10,984	291,746	29	211,192	24%
Children's	3,360	258,097	25	155,529	17%
College Terrace	2,392	69,576	7	60,563	7%
Downtown	8,774	55,750	5	101,426	13%
<u>Terman Park</u>	<u>5,760</u>	<u>21,075</u>	<u>2</u>	<u>24,589</u>	<u>3%</u>
TOTALS	57,583	1,024,140	100	838,008	100%

Currently, the libraries serve 55,900 residents, plus people who work or study in town, resulting in 59,559 registered borrowers. Services are increasingly delivered in the most efficient, user-friendly, self-service modes, such as enabling renewal of overdue items by phone or electronically by computer.

Children, from toddlers to age 11, have many opportunities for educational and recreational experiences, including regular Library events. In addition, Library outreach includes class visits, homebound services, special collections and equipment for persons with disabilities and opportunities for volunteer assistance.

One of the greatest strengths of any library is the support from its community. The Friends of the Palo Alto Public Library (FOPAL), a nonprofit support group, raises funds through book sales, bequests and donations, and fosters public support of the Library. In 1996/97, \$50,000 was contributed by FOPAL in direct support of library programs and collections.

■ Chapter two

Gathering Data to Develop the Plan

What should library service in Palo Alto look like in the year 2010? To find out, staff embarked on a series of steps to:

- 1) better understand the community's perception of current library services and their expectations for the future,
- 2) gather base line data about Palo Alto library operations, and
- 3) identify trends in public library service.

The following sections summarize the above tasks.

Community Participation

To better understand the community's future needs and hopes for library services, a process was developed to collect information to formulate a vision that would carry Palo Alto libraries into the next decade. Snider and Associates, of Oakland, California, was hired to facilitate the process.

With Snider and Associates' guidance, focus groups of library users were convened to gather information. A total of eighteen focus groups, representing more than 230 participants, were assembled over a five-month period, July 1996-November 1996. The focus group meetings were led by Marilyn Snider, with staff providing only an introductory welcome. Individuals were self-selected and invited to participate through newspaper advertisements, brochures, phone calls and personal letters. During the first round of meetings, each focus group represented a particular segment of library users, e.g. users of each library branch, areas of interest (arts, technology, business, etc.) and different ages including children 6-10 and teenagers. (See Attachment 1 for a complete list.)

Three series of meetings were held to explore:

- Strengths and weaknesses of current library services
- Ideas for the future vision of library services and identification of priorities
- Options for levels of service
- Feedback to drafts of the library mission, a vision of library service in 2010
- Draft goals and objectives for the next three years

Some of these overall observations, repeated frequently across groups, are below and a more detailed summary appears as Attachment 2.

Observed Strengths

Collections:

All formats/topics represented; high borrowing limits; Spanish/Russian materials; community information (e.g. Council packets); delivery system to/from libraries; Palo Alto historical materials maintained.

Places for people:

Space for children, all ages, homeless, business persons; nice landscaping & patios; branches in neighborhoods all over town; pride in Children's Library.

Services:

Homebound service; quality staff & fair rules; self service for renewals & holds; weekend/night hours; variety of programs for children, including story times; services for people with disabilities.

Access to information technology:

Catalog online; Internet access; dial-up from home/office; phone renewals; magazine indexing/articles via computer.

Observed Weaknesses

Collections inadequate:

Dated, not weeded; insufficient depth and coverage of subject areas; damaged/lost items; need more in non-book format and non-English languages.

Dissatisfaction with facilities:

Poor lighting; dated, unattractive interiors; too crowded; no space for meetings or small or large groups; cafe or coffee outlet; uncomfortable seating; insufficient parking; no air-conditioning; facilities not sufficiently adapted for persons with disabilities; inadequate for increasing technology..

Services:

Crowded children's programs; insufficient staffing; limited hours/inconsistency of hours among branches; insufficient technology (e.g. some branches without Internet access) & training; busy phones; no specialized services for teens.

Miscellaneous:

Insufficient funding to support needed service level and improve facilities; no Library Commission to assist City; high photocopy price; people unaware of available services.

All community input, including future vision of library service, was collated and is available for public review. It should be noted that, throughout the process and among all groups, strong community support for the Palo Alto branch system was expressed.

Themes to build the plan upon

Four major themes for future library service arose out of the community meetings. The concepts that emerged are among those of most significance facing all California public libraries and form the foundation of this plan. The themes are synthesized below and must be addressed if the Palo Alto Library is to continue to play a vital role in the lives of Palo Altans.

Themes

- ▶ **The Library As a Community Gathering Place:** Nearly every focus group highlighted the desire for Palo Alto libraries to be centers for community gathering. This vision included libraries that are aesthetically pleasing and welcoming places and serve as comprehensive community resource centers. The public envisioned enlarged and renovated facilities with adequate parking, comfortable furniture, and spacious rooms for meetings, socializing, programs and study. A place to eat and meet in a quiet atmosphere, was also described. Observations were made about the crowded feeling in Palo Alto libraries; Main and Children's libraries were frequently mentioned as needing expansion.
- ▶ **Libraries Providing Access to and the Delivery of Information Via Technology:** Another major request is that the Palo Alto libraries should use every technological advance to deliver information. This included giving the public access to online information from anywhere - home, office, school, etc., and providing access to technology from within each library facility. Specific new needs include establishing teleconferencing capabilities, the increased use of CD ROM technology, technology training programs, access to collections in other libraries, and increased access to print (e.g. books, magazines) materials online.
- ▶ **Traditional Library Services and Programs Maintained:** Although technology plays a major role, today and in the future, the long-standing public libraries role to provide books, story hours, and quiet places to study is alive and well. The need to maintain traditional library services was articulated loud and clear by focus group participants and shows in continuing high use of printed materials. Palo Altans want increased book and non-book collections, an expanded outreach program, a higher level of reference service, an increased focus on teens, the enhancement of children's programming, and more efforts to be a resource to support community needs, e.g. partnerships with non-profit agencies. The public also saw a need for increased hours of operation and more educational and leisure programming (which would enhance the library as a community gathering place).
- ▶ **Find Funding to Improve Library Service**
To see the community's wish list become reality, the focus groups recognized and articulated the necessity to develop additional funding for library services and placed an emphasis on preparing and implementing a multifaceted effort to increase monetary support. Suggestions included establishing a library foundation, soliciting additional City support, utilizing ballot measures, establishing endowments, seeking grants, and developing community partnerships.

Service Delivery Analysis

A new long-range library plan in a community with a history of providing over 90 years of library service cannot begin from scratch. To build toward the new vision, it is necessary to be cognizant of the capabilities or limitations in the current service program. Data has been collected to describe current service performance and to compare Palo Alto library service where appropriate with comparable libraries in California. The key findings are summarized below.

- 1. Palo Alto continues to be one of the highest public library-using communities in California.** Consistently, Palo Alto ranks among the top five most heavily used California libraries based on a per capita circulation. However, when compared to cities of like population and service experience (e.g. annual circulation), Palo Alto is the only one supporting six facilities and doing it with fewer staff to handle the high traffic and longer hours of service. (See Attachments 3 and 4.)
- 2. The primary library facilities (Children's, Main and Mitchell Park) are operating beyond their maximum capacity.** These facilities do not have sufficient seating, shelving or equipment stations, adequate parking, quiet study, small group work and designated program space, or adequate collections to meet current needs, even without incorporating the future community vision.
- 3. Three libraries (Children's, Main and Mitchell Park) comprise 86% of all library use and use rates (over past ten years) are steady or are declining at the smaller branches (College Terrace, Downtown and Terman Park) .** While Children's and Mitchell Park use has increased by 236% and 48% respectively in the past ten years, no additional staffing resources have been available to support this use. College Terrace, Downtown and Terman Park libraries account for 14% of use but provide 38% of service hours. Furthermore, data of circulation use by residents in census tracts closest to the three smaller libraries shows that the **majority** of library use is **not** at their closest library but at the other three system libraries. (See Attachments 6, 7, and 8.)
- 4. Library collections are more of a challenge than ever before.** While the traditional book is still in high demand, the proliferation of information formats has created new requirements for more funding and additional resources to purchase, catalog and process, circulate, shelve and maintain collections. Library collections are increasingly dated with need to spread funding and staff resources to support modern media formats. Emerging community needs (e.g. non-English languages) cannot be met. Collection depth is inadequate. While Palo Alto collections are above average in total size comparison to other libraries, they are 11% below the average in the depth of collection as measured by individual titles because of the redundancies inherent in maintenance of branch collections. While the circulation level is high, Palo Alto's collection funding is 29% below the average and is being stretched for six facilities. (See Attachment 5.)

5. Current library facilities and staff capabilities limit ability to embrace new technology.

Technology is increasingly used to provide library services and information, requiring skilled human resources for the planning, installation, maintenance and support of the hardware, software and networking mechanisms which operate seven days a week. Yet, neither the library or city structure has staff designated to respond adequately to these requirements. Training programs, and space to conduct them, for both the staff and the public to become proficient in the new information environment are inadequate. No Palo Alto library facility has the infrastructure to provide the kind of public library service being built into new and remodeled public libraries throughout the country.

6. The six branch system, although convenient for and popular with the community, spreads resources thinly through redundancies of shared collections and staff resources that are needed to operate each location. Major examples of repetitious operations in the Palo Alto branch system include:

- six circulation and five reference desks equipped and staffed;
- collections which lack depth and breadth overall because of expenditures required to duplicate basic books, encyclopedias, magazines, newspaper and media;
- five day/week delivery system to move new, returned and requested items around to maximize use of collections;
- multiple levels of handling returns, e.g. "checking in" numerous times (via bar codes) to track items being returned to non-owning facility, passed on to fill a hold, etc.;
- daily travel around city by staff to present youth programs, repair and replace equipment, cover lunches/dinners, illness (especially at smaller facilities);
- tracking of "lost/claims returned" items across all facilities;
- troubleshooting computer problems through networks between branches;
- coordinating intra-library communications, reference assistance, training across all branches;
- complications of management oversight of six facilities, staff security concerns in smaller buildings, scheduling, etc.

7. Staffing resources are stretched. Palo Alto libraries are highly cost effective in comparison with other public libraries, especially when comparing the current staff size with hours of service provided and the high volume of use (annual visits and circulation). This level of service has been accomplished through a variety of strategies including: routinely heavy pace required of staff; daily reassignment of staff across the city to cover schedules; limited staffing when vacancies, illnesses, etc. occur; high turnover of hourly clerical staff; use of year-round scheduling of overtime to cover public service operations; insufficient dedicated staff for the growing technical environment; extensive use of managers to staff public service desks; neglect of collections; and inability to adequately supervise and train staff and perform planning functions.

Trends in public library service

Public libraries across the nation are exploring the same issues this report and plan addresses. To incorporate the thinking of other professionals and research in Palo Alto's plan, the following steps were completed:

- Review of relevant professional articles and research reports;
- Review of long-range plans and planning projects from other libraries;
- Review of relevant City documents (e.g. Draft Comprehensive Plan, Phase I and II of Hughes, Heiss and Associates' organizational review of City general fund departments and local news reports;
- Participation in development of Community Services' facility infrastructure needs assessment;
- Participation in the Institute of the Future's research for the California State Library on critical issues facing California's public libraries and strategies to respond to the changing environment;
- Attendance at professional workshops and symposia;
- Visits to new and newly renovated public libraries.

Many of the most relevant and valuable source materials are listed in Attachment 9 and the key trends in public library service today are listed below:

1. The future of technology is unpredictable.

Implications for public library service:

What is known is that technology is here to stay, that innovation will be continual, pervasive and rapid, and that the best public library institutions will position themselves to provide community access in its full potential. Public library buildings, and organizational and staffing structures must be designed for constant adaptation and change. It is not possible to predict very far into the future. To stay on track, mechanisms for measurement, evaluation and constant improvement are a given.

2. Technology is here to stay, but so is traditional print. Both have unique and growing space requirements.

Implications for public library service:

Technology not only requires an electronic infrastructure (fiber, connectivity, etc.) but individual public work spaces requirements are larger, incorporating multimedia. This trend will not change even with the miniaturization of individual components. And, with the increased use of PCs and networked devices, the traditional reference room desk configuration is changing in the most advanced libraries. Wired areas for public and staff training are needed. With the phenomenal growth in information resources, the demand for depth and breadth of collections for all ages and in all (and future) media formats is high. Books, magazines, compact discs, CDROMs, books-on-tape, videos and electronic resources are all used and have unique

storage units. While more information is available electronically, very limited storage space is actually saved.

3. The role of the librarian is changing from provider of information to consultant, guide, and enabler as well.

Implications for public library service:

As the proliferation of information explodes, the librarian's role is changing dramatically and being likened to a navigator: knowledgeable about the information environment and prepared to help people evaluate sources, develop efficient search paths and find reliable information. Librarians will daily train users to exploit new technologies to find information that may be used to improve their lives. In order to do this, library staff must constantly hone and improve their skills.

4. Changing paradigms in the workplace will affect libraries.

Implications for public library service:

A growing number of workers telecommute (or are otherwise employed in the home) and are more likely to use newer technologies. Santa Clara County's information industries require an educated, flexible workforce. Both of these examples demonstrate the potential libraries have to support lifelong learning and the economic vitality of the community in new ways. Some examples include providing technological access and information resources to augment those available to the home worker, adjusting collections to meet identified local worker needs, enabling people through training to improve their information-seeking skills, and providing library services and collections to the home and 24 hours/day (and providing the side benefit of reducing automobile trips).

5. Collaboration and partnerships are keys to growth, demonstrate good use of resources, and provide community benefit.

Implications for public library service:

The opportunity for libraries to become indispensable is amplified when the organization actively seeks to work with the community groups to help them fulfill their mission. Examples abound: help an environmental organization hone their information seeking and evaluation skills when beginning research on a contentious issue; co-sponsor teleconferencing connection to a symposium on writing held in another City with local writers' organization, act as a community repository of information for neighborhood groups/projects, subscribe to online resources and share access with PAUSD and other local schools, and, accept funds from a local business for materials to support their employee educational needs.

6. Users of technology are heavy public library users.

Implications for public library service:

In this regard, Palo Altans are way ahead of the curve in use of technology (e.g. per a recent report, 80 percent of Palo Alto homes have a PC) and they expect no less from their public

library. Nevertheless, throughout the city there is inequity of access to technology and many others are unsophisticated in use of computers. The library staff must instruct and provide personal assistance for all levels of users and provide, through a variety of means, up-to-date information on the total range of resources available, especially in the dynamic and changing information milieu.

7. Public libraries are increasingly viewed as welcoming community gathering places.

Implications for public library service:

Pride in the architecture, ambiance, values and opportunities provided by the public library as an institution is repeated in report after report. With the advent of heavy doses of technology, people still want the facility to provide quiet and be a place to meet friends, experience new things (through a stimulating speaker, a teleconference exchange, a story-telling presentation, a volunteer assignment) and feel a sense of community.

■ Chapter three

The Mission and Vision for the Future

Any long-term plan is founded on the purpose of the organization, its mission, and a statement describing what it will become at a given point in time, its vision. Using the input from the public, learning from current Library operations, and information about trends affecting the direction of public libraries, the Library's mission statement has been reviewed and a vision statement developed with input from the Focus Groups. These are presented and described below.

The Mission

The Palo Alto City Libraries enable people to explore library resources to enrich their lives with knowledge, information and enjoyment.

The Palo Alto City libraries enable people . . .

Our community enjoys use of multiple libraries and many hours of operation. Service is provided to all ages. Homebound residents receive service at their houses, those with limited vision can hear books on tape, and people can access many of the library's electronic resources remotely from their homes, offices and school classrooms. With assistance and guidance from the staff, patrons' use of the library collections and services is enhanced.

. . . to explore library resources . . .

A mix of traditional collections, both print and non-print, combined with electronic access to information and materials not contained within the walls of the libraries is available in subject areas of the user's choosing. Programs are provided to enhance and stimulate use of these collections.

. . . to enrich their lives . . .

People, from the preschooler sharing a picture book with a parent to the entrepreneur developing a proposal for a start-up business, receive benefit from the Library and its services.

. . . with knowledge, information and enjoyment.

People use the Library and its resources for many different reasons. The Library serves a wide variety of users and their needs from cradle to grave.

The Vision

By 2010, Palo Alto City Libraries will be state-of-the-art centers that are attractive, comfortable and welcoming gathering places with sufficient, highly trained staff that provide excellent collections and convenient access to the knowledge and culture of the world.

By 2010, . . .

The year 2010 was chosen as the target date for the achievement of the vision statement. This is far enough in the future to have time to accomplish the ambitious goals of the plans, but not too far to plan ahead in our rapidly evolving society.

. . . Palo Alto City Libraries will be state-of-the-art centers . . .

To provide quality library service, the facilities must be adequate to the task. The facilities envisioned for 2010 will be professionally designed to accommodate a mix of traditional and technology-based services. While books and other print materials continue to be a major portion of library collections, other resources will grow in importance with sufficient and appropriate shelving provided.

Up-to-date electrical and wiring systems, sufficient computers and other equipment for public use, teleconferencing capabilities for the exchange of information, improved security systems, and more efficient methods of handling materials will be features of improved facilities. Library patrons can use more self-serve methods to get service and plug in their lap tops in spaces designed to accommodate this use. Libraries will be points of access for those who choose to use them remotely, from their home, office or school. By 2010, the libraries will be altered to incorporate flexibility into their designs to adapt to new technologies and other changing demands, not now envisioned.

. . . which are attractive, comfortable and welcoming . . .

Library buildings will be aesthetically pleasing, secure, clean, well-maintained and inviting. There will be sufficient comfortable and varied seating and work surfaces for all ages and a variety of needs. Modern lighting, heating and air conditioning systems will be in place. Buildings will be fully accessible by people with a variety of disabilities and special needs. Interiors will be light and open feeling. Food service will be available in some facilities. The grounds of the libraries will be attractively landscaped and professionally maintained. Outside spaces can be used by individuals, groups, and for library programming. Parking is convenient and sufficient.

... gathering places ...

Public libraries have always been community gathering places, but this role of the Library will be enhanced by the year 2010. The strongest message received from the focus groups was that they want their libraries to be centers for community gathering, places for them to meet and interact with their fellow neighbors, a convenient place for one-stop access to information and other resources (photocopying, technology, fax, paper cutters, etc). Our community wants meeting spaces for clubs, neighborhood associations, and service and non-profit organizations. Students need homework centers and places where they can work on group projects. Many people seek a place for quiet study or tutoring. Adequate space is needed for larger programs, both those offered by library staff and by community groups.

... with sufficient, highly trained staff ...

Staffing levels should enable the Library to provide quality service to each user, to provide and support collections and other resources, and to manage adequately and administer library services. Libraries will be fully-staffed during all hours of operation and users can get assistance either in person, by telephone, fax, or through computer access. Waiting times to receive service will be reduced. Library staff will be available to take services out into the community and can provide library programs and training in information access to community groups.. New materials will be ordered and processed quickly. Collections and equipment will be adequately maintained. With adequate staffing, service levels will not be reduced when some library staff are on paid leave or are in training. Staff is available to conduct regular planning and can adapt and change to respond to new needs.

Staff will participate in continual professional growth opportunities. They will be skilled at working with people, have expertise in traditional library services and new informational solutions. Staff will be sufficiently trained to keep abreast of changes in service and can train library users in efficient ways to utilize library resources adequately.

... that provide excellent collections ...

The Library will provide materials in sufficient numbers and in a variety of formats for all ages and literacy levels. Formats will include printed materials such as books and periodicals, audiovisual items like audio and video tapes and CDROMs, and electronic databases, and will change over time. The collections will be diverse to meet the needs of the community and to represent the wide variety of opinions, languages, and cultures. The community will have input into what materials the Library purchases for its collections.

The collections will be kept current through timely selection and quick processing of new materials. Selection decisions will be based on a knowledge of community needs and demands,

and on the quality and authoritativeness of the publications. Collections will be physically well maintained. Library staff will conduct ongoing evaluations of the collections to remove outdated materials to ensure that the scope and types of collections adequately serve community needs.

. . . and convenient access . . .

"Convenient access" as presented in the vision has two aspects. The first relates to ease of use for those who come to the library buildings. Library hours will be scheduled and expanded to meet community needs. Parking is convenient and sufficient. Staff will work as opportunities arise to support improved transportation systems, such as a shuttle to each library. Good signage outside and inside library facilities will facilitate use. The Library will utilize more self-service equipment where patrons can benefit by handling their own transactions, such as checkout of library materials. Shelving systems will be in place that facilitate use of library collections. Sufficient numbers of computer terminals for obtaining information will be in place at all facilities.

The other aspect of convenient access relates to use of library services from homes, classrooms, and offices. Homebound residents will receive service at their houses. Access to the library staff is available via telephone, fax, and E-mail and other methods that technology brings. There will be 24-hour-per-day access to the library's catalog and research databases that can be provided electronically. Delivery of materials directly to homes via the mail or other systems may be in place. There will be more cooperation with public school libraries and other Bay Area libraries (public, corporate, and academic) so that Palo Altans can locate, have delivered, reserve and use resources not available at local public libraries.

. . . to the knowledge and culture of the world.

The Library will provide its patrons with a variety of means to satisfy their informational needs and to become more knowledgeable citizens of the world. This will be accomplished through the collections housed in the libraries, through programs offered by and in the libraries, and by the libraries serving as points of connections to resources not owned by the Library.

Collections will be diverse in content and format and serve users of many ages, reading levels, and languages. Programs, exhibits, and displays will highlight library resources. Electronic communication technologies will enable library patrons to access local and regional databases, search through catalogs of libraries located worldwide, to "visit" remotely museums and other cultural treasures, and to see and converse with people at remote sites without leaving town.

■ Chapter four

The Master Plan: Public Library Resource Centers

The community envisions a futuristic library system that contains larger collections in multiple formats and languages, state-of-the art technological tools, enhanced customer service, more training, longer hours, an improved physical environment and a variety of spaces for increased programming, learning and social intercourse. In short, Palo Altans want the best possible library system available. However, current facilities and services are inadequate for this task. Buildings, collections, furnishings, equipment, services, staffing levels and staff training all require extensive re-tooling and capital and operations funding.

The Palo Alto library system has evolved over time and was not planned as part of a grand design. If it were, the design would, most likely, be very different, with one or two strategically-located larger buildings, serving all ages. The challenge in developing a plan for the future lies in balancing history and the necessity for improvements and high quality with economic feasibility.

Incorporating our community's vision, knowledge and data about current library operations and current trends for public library service, staff studied possible directions to bring Palo Alto libraries into the 21st century, as follows:

- The most cost and resource efficient model, typical in cities of Palo Alto's size or larger, is one central library for both children and adults. This model would not meet the expectations of Palo Altans accustomed to multiple library sites, especially on both north and south sides of the city, nor would it maintain the beloved, unique and historic Children's Library.
- Another option is to continue and enhance the current six library branch configuration. This requires significant and ongoing new resources to build and sustain redundant services across a small city. The six branch structure is vulnerable in times of financial constraints and results, in the long run, to a gradual eroding of quality library service. This is the situation the current service level has been trying to sustain through many years of decreasing or flat budgets and rising use. It would be extremely difficult to achieve the Master Plan vision in a six branch system since it is unlikely that sufficient resources would be available. The cost to remodel and expand six facilities, adequately staff them, and develop improved collections would be extremely high.
- An original model is to build upon the strengths of the current system, Children's, Main and Mitchell Park and concentrate resources and services only at the three locations where 86% of current use occurs. This option reaches both the north and south areas of the city from somewhat centralized locations and retains and improves the Children's Library. It will require improved buildings, amenities, collections and services, more staffing and significant funding.

This plan builds upon the last model and the development of **public library resource centers**.

The Plan

Implement an integrated system of public library resource centers through operation of three expanded and enhanced libraries, Children's, Main and Mitchell Park. Phase out the branch library system, and the closing College Terrace, Downtown and Terman Park branches.

This plan provides the opportunity to transform the Palo Alto system into a robust and modern public library. Three enlarged and renovated facilities will house more comprehensive collections with less duplication, contain the infrastructure to support new and burgeoning technology, have increased access to a full-range of library services and accommodate space requirements to enable the three facilities to become true "community gathering places." Concentrated and augmented staff will allow for an increased level of customer service, operational efficiencies and hours. Administrative time will be reduced and internal communications improved. And, most importantly, economies of scale and a new funding plan will enable a stable and continuing level of improved library service.

Summary of public library resources center system

The following outlines the features of the new plan when implemented.

Features

What continues and may be enhanced

- Unique library building for children

- Reference assistance

- Library services for all ages, and special programs for young and school-age children in both north and south areas

- Collections in all formats

- Computer catalog and remote access to it

- Homebound service

- Equipment and support for information needs of persons with disabilities

- Internet access (remotely and at libraries)

- Seven day a week service

- Self service circulation features (renewals, reserves)

- General information brochures/flyers

- Volunteer program

- Palo Alto historical collection

- Friends of the Palo Alto Library activities, including specially designed retail spaces

- Distribution of community information

What is new

Three full service facilities, Children's, Main and Mitchell Park
Space for tutoring, meetings, small groups, special programs at all libraries
Longer hours
Programs and services for teens
On-going public and staff training
Quiet study areas and places for talking
Programs and services for adults, neighborhood groups and non-profit community
Teleconferencing capability
Coffee shop service
Collaboration to enhance the Family Resource Center program
New collections, including materials in additional non-English languages
Easy physical and electronic access to collections from PAUSD and
California libraries
Outreach to support community information needs
Better promotion of and publicity about services
Development of private funding sources (e.g. through a Library Foundation)
Refurbished interiors
Appropriate staffing capabilities
Updated and flexible electrical systems
Improved outdoor spaces and landscaping
Continual assessment of needs, evaluation of accomplishments and
revision of goals and priorities

Facilities

In Attachment 10 are preliminary outlines of Children's, Main and Mitchell Park libraries building plans which provide a sense of the needs and improvements projected.

Building Blocks to implement Master Plan

The Master Plan will not appear full blown and quickly. Progress will be incremental and incorporate the following key elements. Each element will be on its own timeframe and will have relationships with other elements.

1. Description of service level changes.

This component is a planning tool to describe and prioritize service area improvements so that staffing, building and funding requirements can be coordinated with their implementation. Examples will be specifics about services for teens, hours at each facility, training classes, collection maintenance and enhancements.

2. Building programs

The infrastructure needs of each facility must be described and analyzed by architectural and building professionals to assess feasibility, design options and costs. Facilities will be prioritized for building and when funding is available, architectural work will be completed and construction will begin. Very preliminary estimates, derived without comprehensive cost and architectural analysis, project building expenses to renovate and expand the three buildings to increase square footage by 40% as between \$24,000,000 and \$40,000,000 depending on the complexity of the eventual building program.

3. Technology assessment

Services and building needs will have a relationship to the technology requirements which will change over time. The Library's first technology plan is almost completely implemented and a new plan is underway. Such plans will be revised periodically and integrated into other elements.

4. Financial strategies

The vision for future library service in Palo Alto is exciting and challenging. It cannot be implemented without expense projections and identified additional funding for both capital and operational expense. Forward movement will only occur as funding resources, including the development of private monies, are available to build and sustain the plan.

5. Library organizational structure

Implementation of the new master plan requires a complete overhaul of the Library organizational structure, one which matches staffing expertise with needs and which can respond quickly to changing environments. Specific needs include staff which can successfully plan and implement technology, handle facility and infrastructure developments, develop support systems to operate and sustain three full service facilities, expand and improve collections and collection maintenance activities, provide community outreach, respond to private funding opportunities, incorporate public input, and plan, evaluate and implement priorities.

6. Maintaining the course

To achieve the 2010 vision, it is important to develop systems to identify periodic benchmarks, evaluate strategies to achieve them and measure success. This will be an on-going, annual process.

7. Phasing out College Terrace, Downtown and Terman Park libraries

Because the three heaviest used libraries are overcrowded and used to capacity, the libraries proposed for closing are needed to accommodate collections and patronage. Also, when buildings are under construction, it will be necessary to transfer some services and staff to other facilities to continue library service. The timing of these considerations will have to be determined before any libraries close.

Plan Implications

Proposal for Joint Terman Park/Gunn High Library

There has been community discussion about the possibility of a joint public/school facility at the Gunn High School site. This Master Plan envisions public library services for all ages being provided only through three enhanced facilities, Main, Mitchell Park and Children's libraries, and precludes City involvement in a traditional type of library service at Gunn. However, the plan envisions increased collaborations to enhance library service in the community across organizational boundaries. The City and PAUSD may take the opportunity to develop a project at Gunn which demonstrates an innovative, technologically enabled information service or capability available for the community and students alike. Collaboration on model projects can show how combined City/PAUSD resources are cost-effective.

Relationships with other libraries

This plan assumes continual participation by the Palo Alto City Library in the county-wide consortium, the Silicon Valley Library System, SVLS, (aka South Bay Cooperative Library System), a Joint Powers Authority. The SVLS supports an Internet accessible regional catalog to the holdings of the public libraries in Santa Clara county. In addition, the Library will participate in broader regional (Bay Area public, academic and school, e.g. PAUSD) and statewide library collaboration, currently in various stages of development, with enabling protocols for access to proprietary collections, reciprocal borrowing and delivery practices, and inter-library electronic infrastructure to support the sharing of resources between Palo Alto City libraries and homes, offices and schools.

Proposal for Mitchell Park Community Center/Library site

During the past year, Community Services Department staff has studied possible alternatives to the delivery of community services in south Palo Alto. Presently, both the Cubberley Community Center and the Mitchell Park Community Center (MPCC), merely blocks away from each other, support recreation programs and activities for the same population.

Combining the operations of MPCC with the Cubberley Center would centralize operations into one facility in approximately the same geographical area.

Such a move would free up the MPCC to be linked to the adjacent library providing additional space for library services, community space uses and potential use by/for the Family Resource Center programs. (Further detail in Attachment 10, under Mitchell Park Branch.)

■ Chapter five

Master Plan Milestones

A guide to the year 2010 should not be a rigid one. Somewhat like a sail boat working toward a destination that tacks and adjusts, this plan will change as conditions and experience dictate through the development and use of three year goals and annual objectives. The Mission and Vision described in Chapter Three tell us the why and what of this plan. This section describes, in some detail, the first set of three year goals to progressively move the library system toward achievement of the Vision. It also outlines the six phases which follow to reach the Vision by 2010.

To complete each phase, specific annual objectives will be developed. The objectives will be evaluated and new ones written. Every three years, new goals will be developed, with the expectation to achieve the master plan vision by 2010.

Phase 1

The first phase is spelled out in detail to demonstrate the strategic outline in three year increments. (Subsequent phases are described only in outline form later in the chapter).

Phase 1—Building the Base

Timeframe—1998/2001

GOAL 1

- **Develop and begin to implement a plan to refurnish, renovate and expand the Children's, Main and Mitchell Park facilities. Develop a preliminary schedule to phase out College Terrace, Downtown and Terman Park libraries.**

DESIRED OUTCOME

The community will be served by library buildings that can accommodate future needs into the 21st century. Building design options costs will be developed, reviewed, and prioritized for construction so that financial planning can begin. With this data available, planning can proceed to phase out services at smaller facilities.

RATIONALE

Existing libraries are inadequate in design and square footage to meet the community's current and future service needs. Until this is remedied, much of the vision for 2010 cannot be attained. Focus group participants highlighted this need and prioritized expansions of Children's and Main libraries. The first step is to document all facility requirements (i.e. a building plan) which an architectural consultant will use to project square footage, design considerations and elements, and cost estimates.

GOAL 2

- **Develop a plan which defines Palo Alto libraries as community gathering places that offer new and diverse opportunities, services and programs.**

DESIRED OUTCOME

With a plan in hand, the role of the libraries as physical locations where community members come together to work independently or in groups to be educated, enriched, enlightened or entertained will be enhanced. The Plan will focus on providing programs for children and teens. The Library will collaborate and partner with community groups in offering activities and make its facilities available to those who need meeting spaces. This "Community Gathering Places" plan will be used to develop the building capital plan. An approved plan will then be available for incremental implementation as resources become available.

RATIONALE

Nearly every focus group who envisioned a future for the libraries mentioned the concept of "gathering place." There are not enough public meeting places in our very active community. There is overwhelming support for continuing a focus on children's programming and for beginning new services targeted for teens. Planning must occur now -- and can be implemented in stages -- to ensure that new building designs and spaces incorporate this concept.

GOAL 3

- **Determine funding (on-going and capital) requirements to implement Master Plan and develop financing options.**

DESIRED OUTCOME

The City's financial strategy to improve library facilities and provide the range of library services desired by the year 2010 will be outlined and ready for implementation.

RATIONALE

Substantial financial resources including and beyond the City Library's current operating budget will be required to implement the mission and goals of the strategic plan. Community members who participated in the focus groups overwhelmingly supported seeking additional funding from a variety of sources. Study is needed to flesh out program and facility cost data and identify and evaluate funding alternatives.

GOAL 4

- **Improve technological capabilities within existing library buildings.**

DESIRED OUTCOME

All libraries will provide some level of information technology to the community. Even though major renovations to library buildings are years away, service enhancements will be made. The online catalog will be improved to provide an easier "windows" based approach instead of the

current "command driven" access. All libraries will have the network configurations and equipment to connect to local and remote electronic information resources. Efforts will be made to begin a limited staff and public training program in the use of equipment and electronic information resources. In addition, planning to meet technological needs of the next three years will be completed.

RATIONALE

New technologies are changing the way that libraries deliver their service. Much of the information that people need is available in electronic formats or through electronic search tools. It is the Library's role to provide equal access to needed resources for its patrons and to assist people in their search for information. This cannot occur without constant improvement in the ease of access to and use of electronic resources and through adequate training of the public at a variety of levels of sophistication.

GOAL 5

- **Develop and begin incremental implementation of new staffing resources plan**

DESIRED OUTCOME

The Library organizational chart will reflect the reporting relationships and job responsibilities appropriate to support continuing, augmented and new library services and facility infrastructure requirements consistent with financial resources. Staff will participate in on-going training programs to maintain and improve performance and their ability to respond to changing needs.

RATIONALE

Staffing levels and job classifications are inadequate to support the existing workload and technology demands. In addition, continuing education needs of the staff must be addressed. Staffing requirements will change over time as facility and service changes occur during different phases of the Master Plan, and support of the plan elements will require resources. A staff transition scheme must be developed to provide on-going library service and improvements over time.

GOAL 6

- **Begin improvement of the book and non-book collections**

DESIRED OUTCOME

The Library will offer collections that meet the needs and desires of the community within space and funding available. In the short run, outdated, duplicate, and worn out items will be removed from the collection and replaced with current materials and in subject areas where coverage is now weak and demand is high.

RATIONALE

The collection of the Library is the foundation of the services it provides. However, until more space is available through enlarged shelving capacity and reduction in number of facilities (i.e. resulting in less duplication of basic materials), the major efforts for collection improvement will occur through steadfast attention to maintaining currency, discarding dated materials, and increasing the purchase of non-books where space is available. In the meantime, it will be important to begin study of specific community collection needs for future development (e.g. non-English language materials).

Non-books (book on tape, CD's, CD-ROM's, videos, etc.) are very popular, and often the most relevant way to convey some information. Funding is insufficient to offer all these formats at all libraries. The Library strives to add new formats as they become popular and requested by the community, but this is usually accomplished only by reducing purchases in other areas.

Once purchased, collections must be maintained by repairing damaged items in a timely way and ensuring that outdated titles are removed from the collection.

GOAL 7

- **Improve the visibility of the Palo Alto City Library, its services and programs**

DESIRED OUTCOME

The Library will increase in importance to the community as a resource serving educational, informational, cultural, and recreational needs. The Library will develop stronger alliances with other community agencies and organizations in pursuit of the same goals. The community will take full advantage of the special services, such as 24-hour access to the catalog, scheduling class visits, service for homebound, utilizing efficient search techniques of the catalog, etc.

RATIONALE

The Library now strives to market its services, but, as was learned through the Focus Groups, many people are unaware of the full range of its resources. People will only receive benefit from library services to the extent they are aware of and use them.

GOAL 8

- **Develop a system to prepare, monitor, evaluate and report on Master Plan implementation.**

DESIRED OUTCOME

To develop and institutionalize a system to track, adjust and support movement toward the Vision established for achievement in 2010.

RATIONALE

If systems are not committed to regularly assess and redirect efforts toward the Vision 2010, it is unlikely that it will or can be achieved.

Other Phases

The remainder of this section summarizes Phase 2 through Phase 6 expected activities. As each phase is begun, goals, outcomes and rationale statements will be developed.

Phase 2 – Preliminary Implementation

Timeframe – 2000-2002

1. Begin implementation of first priority service elements of Library Master Plan.
2. Begin preliminary architectural design for first priority library building and develop services/staff relocation plan for use during construction.
3. Finalize, get approval of, and begin implementation of financing plan.
4. Begin implementation of Automation Plan II.
5. Complete architectural design for first library and relocation of services and staff in construction phase.
6. Revise three-year goals and develop, monitor, evaluate and report on annual Strategic Plan objectives.

Phase 3-Implementation

Timeframe – 2002-2004

1. Implement Library Master Plan service elements as facilities and resources allow.
2. Support finance plan objectives.
3. Complete construction of first library.
4. Begin phasing out of branch libraries with closures keyed to expansions.
5. Begin preliminary architectural design for second priority library building and develop services/staff relocation plan.
6. Evaluate and revise funding requirements and revenue projections.

7. Continue implementation of Automation Plan II.
8. Develop, monitor, evaluate and report on three-year goals and annual Strategic Plan objectives.

Phase 4--Implementation

Timeframe -- 2004-2006

1. Implement Library Master Plan service elements as facilities and resources allow.
2. Support finance plan objectives.
3. Complete architectural design for second priority building, relocate services and staff and begin construction.
4. Revise Automation Plan II.
5. Evaluate and revise funding requirements and revenue projections.
6. Develop, monitor, evaluate and report on three-year goals and annual Strategic Plan objectives.

Phase 5--Implementation

Timeframe -- 2006-2008

1. Continue implementation of Library Master Plan service elements as facilities and resources allow.
2. Support finance plan objectives.
3. Complete construction of second library.
4. Continue phasing out of branch libraries with closures keyed to expansion.
5. Begin preliminary architectural design for third priority library building and develop services/staff relocation plan.
6. Begin implementation of new Automation Plan III.
7. Evaluate and revise funding requirements and revenue projections.
8. Develop, monitor, evaluate and report on annual Strategic Plan objectives.

Phase 6—Completion

Timeframe – 2008-2010

1. Implement all service elements of Library Master Plan as facilities and resources allow.
2. Complete architectural design and construction of third priority library building.
3. Relocate services and staff of third priority library during construction.
4. Complete phasing out of branch libraries.
5. Continue to implement Automation Plan III.
6. Develop, monitor, evaluate and report on three-year goals and annual Strategic Plan objectives.
7. Develop *new* Library Master Plan.

■ Chapter six

Roles to Implement the Plan

This Master Plan, which incorporates the achievement of the Library's Mission through a Vision of quality library facilities, services and staff provided through three public library resource centers, will be years in the making. It will not replace the City's annual budget process or operations and policy manuals. Collaboration, good thinking, choices will all be part of the journey which will involve the community, the staff and the City Council.

Community

Formally and informally, continuing community input will be important for the development of services, building programs, timing and funding alternatives as well as for annual and three year goals and objectives. Community support from the Friends of the Palo Alto Library and others for outside funding initiatives will be sought.

Staff Role

Library staff will be responsible for executing the plan, and periodically monitoring and evaluating progress toward the three year goals and one year objectives. Staff will work with the community in developing each set of three year goals and seek input on directions and will report at least annually to the City Council detailing accomplishment for the year and adjustments and new objectives for the new year.

City Council

Every three years new goals and objectives will be presented to the Council for approval. As the plan is implemented, all policy issues and funding authorizations will be presented for Council approval.

The dream of this plan is a major and exciting undertaking for the people of Palo Alto. We will know it is completed, on or about 2010, when Palo Alto's libraries are state-of-the-art centers that are attractive, comfortable and welcoming gathering places with sufficient, highly trained staff that provide excellent collections and convenient access to the knowledge and culture of the world.

LIBRARY FOCUS GROUP CATEGORIES

Arts Community	Mitchell Park Library Neighborhood
Business Community	Multicultural Community
Children (age 6-12 years)	Nonprofit & Community Organizations
Children's Library Users	Persons with Disabilities
City of Palo Alto Staff	Seniors
College Terrace Library Neighborhood	Teachers
Downtown Library Neighborhood	Technology Savvy
Friends of the Palo Alto Library	Teens (ages 13 & up)
Main Library Users	Terman Park Library Neighborhood

LIBRARY FOCUS GROUP PARTICIPANTS

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Sylvia Alderman	Marge Collins	Theresa Fo
Louis Allen	Keith Cooley	Diana Forsythe
Jonathan Angel	Patricia Cornali	Ann Frankenstein
Ann Atkin	Elizabeth Cowell	William Frye
Mary Baker	Linda Craighead	Romola Georgia
Becca Ballon	Doris Dahlgren	Rosemarie Giamalis
Anita Banning	Cheryl Davis	Allen Ginsling
Becky Bartindale	Kelsey Dayharsh	Venetia Gleason
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Jean Olmstead
Jack Owicki
Eugene O'Sullivan
Ana Marie Padilla
Joan Parker
Rebecca Parker
Paul Pease
Laurie Peck
Rupa Penumarthy
Frenchie Perry
Joan Phelan
Palmer Pinney
Mary Jean Place
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Tom Wyman
Kasia Zasoski

COMMUNITY FEEDBACK IN FOCUS GROUPS

Each person in the focus group was asked to answer the questions below. The facilitator went around the room letting each person participate until there were no more ideas. Listed below are a few direct quotations, exactly as recorded, followed by a summary of the recurring responses across all the groups.

WHAT DO YOU LIKE ABOUT THE PALO ALTO CITY LIBRARIES?

- “Letting very young children get library cards.”
- “Little mechanical voice when you renew by phone.”
- “The Library has responded to the new emigres, especially with the Russian collection.”
- “Remarkable ability to respond to need over the years.”
- “Helps me convince my kids that people other than their parents are respectful of books and education.”
- “The Children’s Library--that it exists is extraordinary.”
- “You don’t have to be a wonderful artist or belong to a group to have your art put up at the library.”
- “You can tap into libraries all across the state.”
- “The Palo Alto library is a good advertisement for the City and says something about the people who live here.”
- “Homeless using the library--it is an island of safety and respite for them.”

The collections

- Range of information, material/subjects covered
- Books on tape, large print books
- The various media: CD’s, videos, sound recordings
- Reference materials
- City and School district packets, videos
- Good/current books
- Purchasing policies
- Business, art, art prints, cookbooks, fiction, mysteries, etc.
- Juvenile materials, picture books, board books, Grandparent kits.
- Palo Alto history collection

Technology

- 24-hour access to catalog from home/office
- Computer catalog
- Internet Access
- CD ROMs
- Computer access to magazine articles & newspaper indexing

The buildings

That there are so many
 Children's Library and the Secret Garden and the horse and the tiles around
 the fireplace
 The architecture, the personality of each building
 Bathroom and phone access
 Grounds, patios, public spaces
 Quiet places

Circulation policies/practices

Fair rules, minimal bureaucracy
 Renewals and ways to renew (over phone, in person, etc.)
 Return policies/delivery system
 Loan periods
 Hold service
 Self service capabilities

Staff

Patient, fantastic, helpful, friendly.
 Skilled, customer-oriented, efficient
 Reference help
 Quality staff
 Staff at X library are especially good! (Frequent type of comment)

Programs and services

Children's story times and special programs
 Reference librarians, help using library/tools
 Homebound service
 Copy machines, tax forms
 Night, weekend hours
 Exhibitions, bulletin boards, displays, information packets
 Inter-library Loan
 Reciprocate with other libraries
 Courtesy phones to call other branches

WHAT DON'T YOU LIKE ABOUT THE PALO ALTO LIBRARIES?

"We are resting on our laurels--not looking for new and innovative things to do
 with libraries."

"No place to be loud if you're working on a group project or something."

"Long queues for checking out books."

“Computer catalog is not accepted by elderly.”

“Lack of library services or facilities to attract teens.”

“Trying to be too many things to too many people.”

“Terman doesn’t meet the standards of the other libraries.”

“Computers don’t give you enough information; don’t understand what it’s telling me.”

“Parking at Main Library forces you to walk through the ivy where there are rats.”

“No place where people can watch things together and interact.”

Collections

Much out-dated material

Lack of depth in collections (overall)

Limited selection in branch collections

Slow acquiring new materials

Lack of non-English materials

Not enough books, large print books, videos (especially classics), non-print items, magazines, copies, etc.

Need more in business, sculpture, current topics kids need to know about, medical topics, Irish history, Chinese history, classical music, and many other topics

Shelving aisles and shelving crowded

Practice of discarding a book for each book added.

Buildings

Main and Children’s are too small

Lighting is bad

Lack of air-conditioning (except at Downtown branch)

No areas for meetings, small groups, talkers

Furnishings dated; buildings old-looking

Lack of sufficient parking, comfortable chairs, variety of study spaces

Things aren’t clearly marked.

Hours

Inconsistent hours from library to library

Branch hours inconvenient for working people

Don’t like hours at X branch because . . . (frequent comment)

Staff

Too busy for personal attention

Not enough at critical times

Don’t enforce quiet.

Need to help find resources at other libraries

Programs and services

Photocopying is too expensive

More collaboration with school district

Not enough handouts about how to use computers, services provided, what's available at other libraries, how all the services fit together, etc.

Lack of library tours, computer training, etc.

People unaware of services available (e.g. dial-up access to catalog from home/office; homebound program, how to find/get items from other libraries)

Phone system

Technology

Insufficient Internet/Web access

Computer catalog hard to use, not intuitive, user-friendly, or window-based.

Don't like computer catalog

Catalog needs more cross-references

Aging software

Miscellaneous

Concerns expressed about homeless people, smelly people and people sleeping in libraries.

No Library Commission or Library Foundation

Budget is small

GENERAL COMPARISON STATISTICS - CALIFORNIA LIBRARIES 1996/97

The libraries in this chart have been selected for their similarity to Palo Alto in demographics and library use patterns, with emphasis in northern California on neighboring cities. Beverly Hills was chosen as the only public library in California which consistently exceeds Palo Alto in circulation per capita measurement.

	<i>Population</i>	<i># Outlets</i>	<i>Sq Ft (All Bldgs)</i>	<i>Library Visits</i>	<i>Circ</i>	<i>Staff FTE</i>
Palo Alto	59,900	6	57,583 ¹	838,008	1,024,140	54.50
Mountain View	73,000	1 ²	60,000	349,380 ³	599,239 ³	52.10 ⁴
Redwood City	73,200	3	57,200	669,521	796,247	62.30
Santa Clara	100,000	2 ²	51,956 ⁵	650,311	1,245,163	54.88
Sunnyvale	129,300	1 ^{2,6}	65,350	667,175	1,384,223	68.92
Beverly Hills	33,700	1	91,000	697,110	869,855	78.65
Carlsbad	70,100	2 ⁷	33,400 ⁸	780,000	1,081,210	62.37
Cerritos	56,200	1	41,000 ⁹	844,716	701,232	38.50
Newport Beach	70,000	4	70,795	899,800	1,427,772	63.71
AVERAGE	73,933	2	58,698	710,669	1,014,342	59.55

- Usage patterns, as measured by number of library visits and circulation, at Palo Alto Libraries are some of the highest in the state and above the average.
- Staffing levels at Palo Alto libraries are below the average when compared to comparable cities with similar usage patterns, and only Palo Alto operates six facilities.
- Palo Alto is the only library with a one-month loan period which reduces its already high annual circulation. This was implemented to decrease workload (less handling/shelving/circulation).

- 1 Some of this space is dedicated to non-library purposes at Mitchell Park & Downtown.
- 2 Also has a bookmobile.
- 3 Figures reflect one-time decreases in 96/97 because of operation from a small temporary facility while new building under construction.
- 4 97/98 staff level.
- 5 Planning underway for addition to Central Library and a new branch proposed to add 53,150 sq. ft. for total of 105,106 sq. ft.
- 6 Sunnyvale Public Library also provides a separate, specialized patent and trademark service, the Sunnyvale Center for Innovation, Invention, and Ideas (SCI3).
- 7 Carlsbad also operates a small station for Hispanic Outreach.
- 8 New central library under construction, opening in 1999, will increase total to 90,000 sq. ft.
- 9 Planned expansion open in 2000 will add approximately 13,000 sq. ft. for total of 54,000 sq. ft.

STAFFING LEVELS/WORKLOAD COMPARISON 1996/97

The libraries in this chart have been selected for their similarity to Palo Alto in demographics and library use patterns, with emphasis in northern California on neighboring cities. Beverly Hills was chosen as the only public library in California which consistently exceeds Palo Alto in circulation per capita measurement.

	<i># Outlets</i>	<i>Annual Hrs of Service</i>	<i>Staff FTE</i>	<i>Hours Open / FTE</i>	<i>Visitors /FTE</i>	<i>Visits</i>
Palo Alto	6	13,910	54.50	255	15,376	838,008
Mountain View	1 ¹	4,019	52.10 ⁴	77	6,706	349,380 ⁵
Redwood City	3	8,216	62.30	132	10,747	669,521
Santa Clara	2 ¹	6,603	54.88	120	11,850	650,311
Sunnyvale	1 ^{1,2}	5,992	68.92	87	9,680	667,175
Beverly Hills	1	3,262	78.65	41	8,863	697,110
Carlsbad	2 ³	7,852	62.37	126	12,506	780,000
Cerritos	1	3,327	38.50	86	21,941	844,716
Newport Beach	4	11,036	63.71	173	14,123	899,800
AVERAGE	2	7,135	59.55	122	12,421	710,669

- **Staffing levels at Palo Alto libraries are below average especially when compared to:**
 1. The number of separate facilities operated (Palo Alto has the most and three times the average).
 2. The number of hours of service (Palo Alto provides the most and the highest per staff member).
 3. The number of visits (only two libraries, Newport Beach and Cerritos, have more visitors than Palo Alto).
- **Palo Alto has fewer staff to handle higher volume of traffic and more hours of service than virtually all other libraries in comparison chart.**

¹ Also operates a bookmobile.

² Sunnyvale Public Library also provides a separate, specialized patent and trademark service, the Sunnyvale Center for Innovation, Invention and Ideas (SCI3).

³ Carlsbad also operates a small Hispanic outreach station.

⁴ 97/98 staff level.

⁵ Annual visit calculation experienced one-time decrease in 96/97 because of operation from a small temporary facility while new building under construction.

BUDGET COMPARED TO COLLECTION SIZE AND USE 1996/97

The libraries in this chart have been selected for their similarity to Palo Alto in demographics and library use patterns, with emphasis in northern California on neighboring cities. Beverly Hills was chosen as the only public library in California which consistently exceeds Palo Alto in circulation per capita measurement.

	<i>Population</i>	<i># Outlets</i>	<i>Materials Budget</i>	<i>Coll Size (Items)¹</i>	<i>Coll Size (Titles)¹</i>	<i>Circ</i>	<i>Circ per capita</i>
Palo Alto	59,900	6 ²	\$386,422 ³	270,025	158,662	1,024,140	17.5
Mountain View	73,000	1 ⁴	370,736	251,316	189,477	599,239 ⁵	8.2 ⁵
Redwood City	73,200	3	395,407	209,353	NA	796,247	10.9
Santa Clara	100,000	2 ⁴	503,565	275,900	177,000	1,245,163	12.5
Sunnyvale	129,300	1 ^{4,6}	553,726	354,538	214,833	1,384,223	10.7
Beverly Hills	33,700	1	1,146,670	261,219	NA	869,855	25.8
Carlsbad	70,100	2 ⁷	478,005	259,725	214,246	1,081,210	15.4
Cerritos	56,200	1	408,798	155,193	111,746	701,232	12.5
Newport Beach	70,000	4	668,876	330,556	180,032	1,427,772	20.4
Average	73,933	2	545,801	263,092	177,999	1,014,342	14.9

- Although Palo Alto Library collection is above average in total size, it is 11% below the average in the depth of its collection as measured by number of individual titles. This is due to the redundancy in titles required to operate six outlets.
- Although Palo Alto boasts a high level of circulation, its materials funding, is 29% below the average, and must be stretched to operate six facilities.

¹ Includes cataloged collections of books, art prints, audio materials, videos, CDROMs, etc.

² Some of this space is dedicated to non-library purposes at Mitchell Park and Downtown.

³ In addition, the Friends of the Palo Alto Library contributed \$31,810 for library collections.

⁴ Also has a bookmobile.

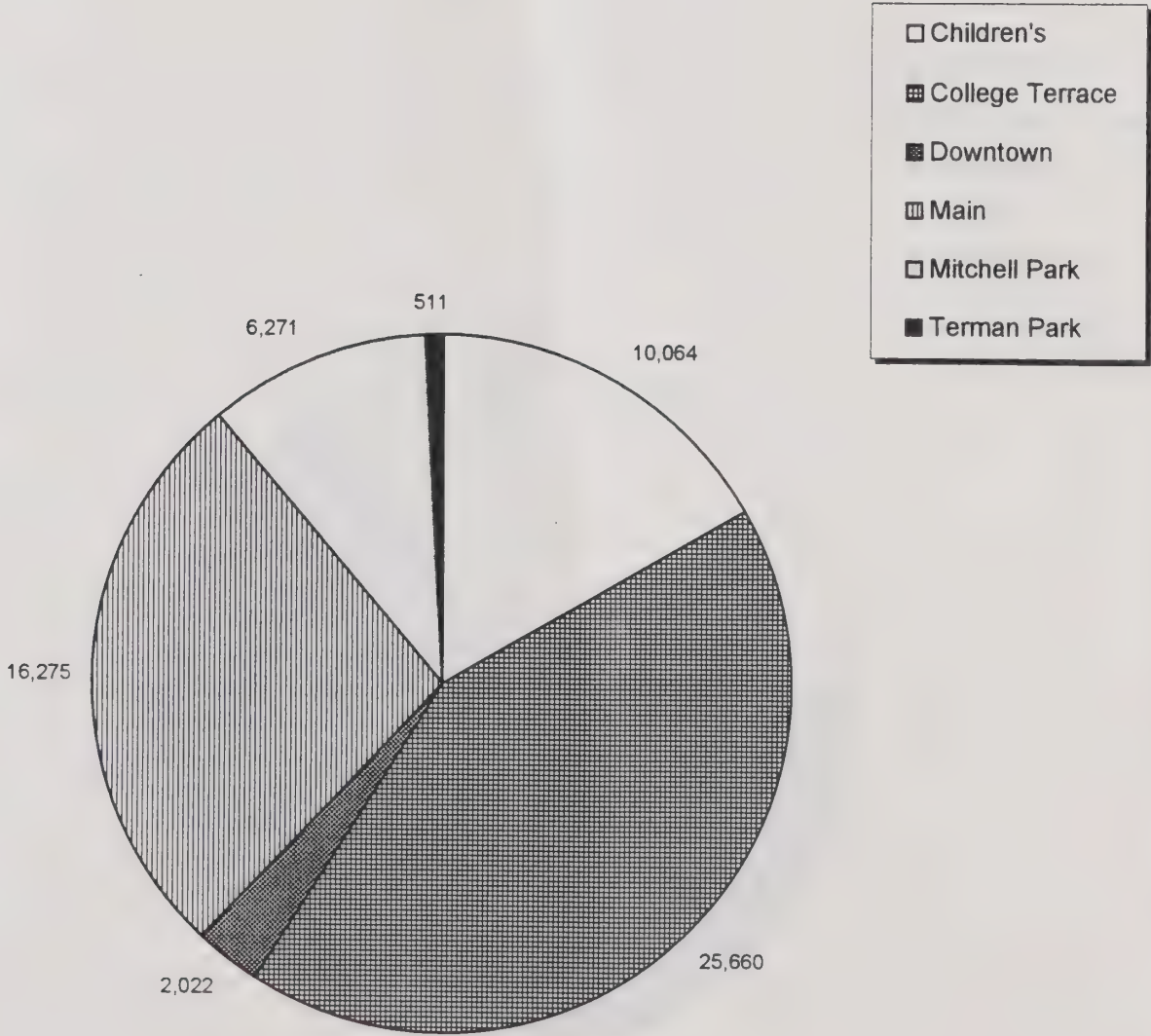
⁵ Circulation experienced one-time decrease in 96/97 because services operating out of temporary facility while new building under construction.

⁶ Sunnyvale Public Library also provides a separate, specialized patent and trademark service at the Sunnyvale Center for Innovation, Invention and Ideas (SCI3).

⁷ Carlsbad also operates a small station for Hispanic outreach.

College Terrace Neighborhood, Census Tract 5115

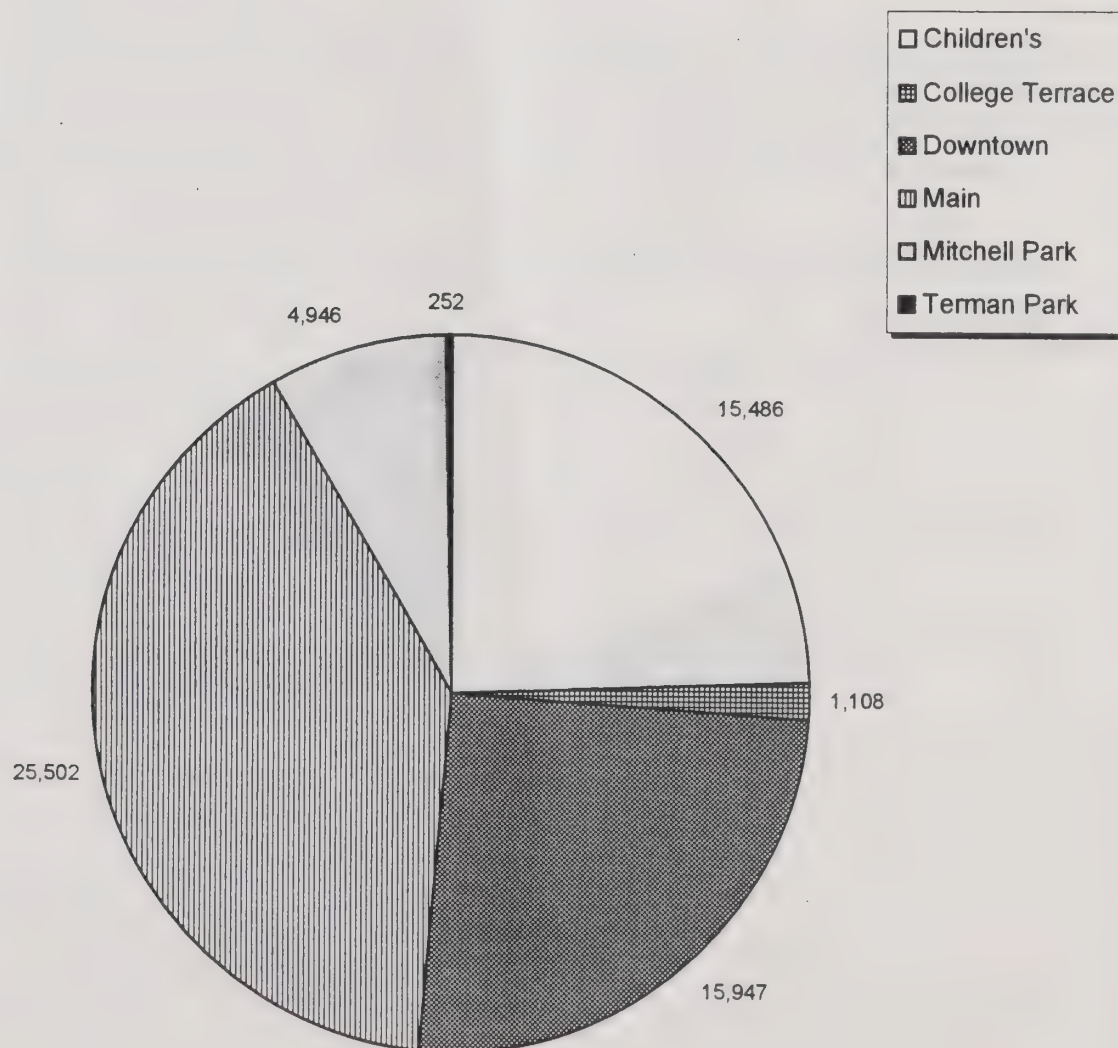
Items Circulated by Library Used





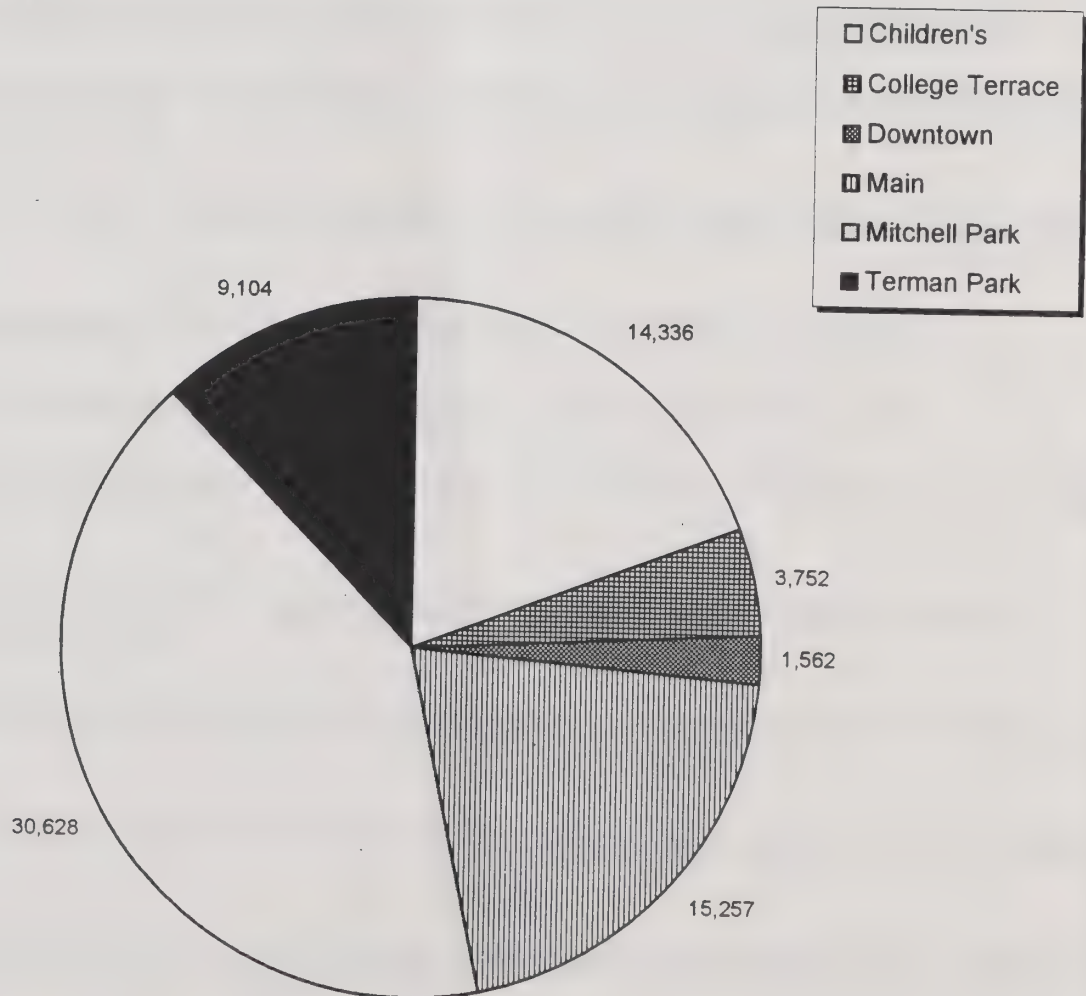
Downtown Neighborhood, Census Tract 5113

Items Circulated by Library Used



Terman Park Neighborhood, Census Tract 5106

Items Circulated by Library Used





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OUTLINE OF BUILDING PLAN STRATEGIES

Each facility has different building needs and opportunities to exploit as facilities are renovated. Preliminary estimates increase overall library square footage from 57,583 sq. ft. to 82,600 sq. ft.

Children's Library

A gift to the City from Lucie Stern, the building opened in 1940. Designed by Birge Clark, it has not had a major renovation or remodeling.

Current facility use: 155,529 visits annually, 442 per day average, 64 per open hour.

Facility expanded and remodeled maintaining exterior in compliance with historic building preservation guidelines;

Retention of child-sized appeal with specially-sized furniture and book stacks, storybook/tale themes and 1940's look and feel throughout;

Size increased by 2,600 sq. ft., or 56%, providing:

- complete redesign of space utilization;
- dedicated indoor space for children's story hours and special programs;
- shelving space to accommodate collection demands;
- efficient and sufficient space for circulation activities in public areas, including storage for recently returned materials;
- sufficient seating and quiet study capacity, separated from program areas, including addition of small study room/s;
- space to accommodate more computers and related equipment;
- improved staff work areas; and,
- storage for literature-based story hour props and display materials;

Secret Garden re-furbished, along with sprinkler systems, adjacent brick walls and gates, and all landscaping surrounding building exterior.

Building infrastructure improvements:

- updated electrical systems with high capacity and flexible management systems to support increasing electronic equipment through building;
- air-conditioning added;
- heating system and plumbing replaced;
- lighting replaced, upgraded and added, inside and out;
- unique hand-thrown tile roof replaced (for first time) reusing existing tiles;
- seismic retrofitting throughout building, including the fireplace;
- repair and cleaning of historic and unique fireplace tiles;
- gas fireplace insert installed to eliminate need for wood and cleaning of ashes;

building insulation;
 replacement/addition of drinking fountains;
 improved kitchen facilities to support children's festivities; and,
 improved access to Secret Garden to improve safety of passage.

Furnishings and equipment added including:

computers, printers, multi-task workstations, individual computer video-conferencing systems, etc.;
 new drapes and blinds;
 couches, study carrels, chairs, tables, etc.;
 improved circulation desk configuration;
 audio-visual systems for use at group programs;
 improved display areas and systems;
 listening and/or view stations; and,
 quality signage system.

Main Library

Funded by a bond issue approved by voters in 1956, the building was opened in 1958. Designed by architect Edward Durrell Stone, the library was renovated in two phases from 1982-1984.

Current facility use: 284,789 visits annually, 812 average per day, 86 per hour.

Facility remodeled and expanded on current site, extending into City property (organic garden).

Size of building increased by 30,000 sq. ft., more than doubling current building, providing:
 redesign of total building space utilization;
 additional areas to house variety of collection formats;
 rooms for public meetings, programming, public and staff training, small group projects, tutoring, and for larger gatherings;
 space for more computer workstations, printers, and related equipment;
 redesign of reference delivery space to adapt service to changing information environment;
 dedicated space to accommodate growing Palo Alto historical collections;
 retail site for Friends of the Library book sale;
 adequate parking (in addition to square footage of building);
 ability to provide cafe services;
 operational storage spaces;
 provision for quiet reading and study areas; and,
 separate space for ancillary activities, (e.g. photocopying, recycling, etc.).

Building infrastructure improvements:

updated electrical systems with high capacity;
 flexible cable and other electronic management systems to support increasing electronic equipment throughout building (for laptop use, video conferencing, computer work stations, etc.)
 air-conditioning;
 heating system replaced/upgraded;
 lighting improved throughout building;
 gas fireplace insert installed;
 seismic bracing of basement stacks;
 installation of compact shelving in selected areas;
 redesign of roof drainage system to eliminate seepage during heavy rains;
 replacement of aging, non-functional hardware on interior doors/windows;
 redesigned and furnished patio areas; and,
 modern systems for building security.

Furnishings and equipment added or refurbished including:

variety of chairs, tables, couches, chairs, study carrels, meeting room tools, etc.;
 computers, printers, multi-task workstations, individual computer video-conferencing systems, and other electronic equipment;
 audio-visual systems for use at group programs;
 improved display areas;
 listening and/or viewing stations;
 shelving and other display and storage units; and,
 quality signage system.

Mitchell Park Library

Funded by a bond measure approved by voters in 1956, the building opened in 1958. Also designed by architect Edward Durrell Stone, the library was renovated and expanded in 1974-75 with federal Revenues Sharing funds.

Current facility use: 211,192 visits annually, 597 average per day, 75 per hour.

Facility remodeled and expanded, linking it to the adjacent Mitchell Park Community Center building to provide additional space for library services, provide space for community meeting purposes and the potential support for the Family Resource Center programs.

A brief summary of the rationale for this proposal appears on page 21 of the report. If implemented, it would meet some identified community needs, which include:

- Providing a potential site for the Family Resource Center (FRC) approved by the City Council. This location is adjacent to both a park and a library, serves several elementary schools and a middle school, and is on a public transportation route. In addition, there are many child care centers, family child care homes, and community organizations

located within a block. These groups currently frequent the Mitchell Park Library.

- Providing additional space for library operations. Library use at the Mitchell Park branch is high and continues to increase with about 30 percent of all library use taking place at this relatively small facility. By combining these two facilities through a remodeling program, space would be available for enlarged collections, technology and services.
- Providing space for community meetings. One of the pressing needs of residents is suitable space to hold meetings, workshops, tutoring sessions, etc. By expanding services from the Mitchell Park Library, probably joining the buildings, space would become available for enhanced library services, as well as space for community gatherings.
- Providing a recreation presence by continuing the operation of the children's gym program. Currently, this very successful program occupies the basement area of the MPCC. Its continued presence will add to the vitality of the complex, and be an attraction for parents and children to the FRC and library.

By mixing all of these compatible elements, the Mitchell Center complex could truly be a unique, multi-use community facility, providing residents with a one-stop location for education, information, recreation, and family and children's services. This thinking has been built into the preliminary building plans for Mitchell Park Library.

Size of building increased by 9,300 sq. ft., or by 45%, providing:

- total redesign of building space utilization;
- shelving space to accommodate collection requirements;
- dedicated space for programs;
- efficient and sufficient spaces for circulation activities in public areas, including storage for recently returned materials;
- sufficient seating and study capacity;
- quiet reading/study area, separated from program areas;
- rooms for public meetings, programs, small group projects, tutoring;
- space for more computer workstations, printers and related equipment;
- redesigned reference service delivery to adapt to changing information environment;
- storage for literature-based story hour props and other operational storage;
- sufficient and appropriate space for and accessibility to special equipment for users with disabilities; and,
- separate area for ancillary activities (e.g. photocopying, recycling, etc.);
- potential for Friends of the Palo Alto Library retail space.

Building infrastructure improvements:

- updated electrical systems with high capacity;
- flexible cable and other electronic management systems to support increasing

electronic equipment throughout the building (for laptop use, computer work stations, etc.);
air-conditioning;
redesign of building landscaping;
modern systems for building security; and,
lighting improved throughout building.

Furnishing and equipment added or refurbished, including:

variety of chairs, tables, couches, study carrels, meeting room tools, etc. designed and sized for all ages and special needs;
computers, printers, individual computer video-conferencing systems, and other electronic equipment;
audio-visual systems for use at group programs;
improved display areas;
listening and/or viewing stations; and,
shelving and other display and storage units.

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